

HIGHER EDUCATION EFFICIENCY GUIDELINES

Prepared by the Indiana Commission for Higher Education

Priorities for greater STATEWIDE efficiency

- 1) ~~Set~~Emphasize instruction as the central priority and mission of each campus and ensure that resources allocation is consistent with ~~re directed toward~~ this priority.
- 2) Prioritize and reallocate resources to high-demand academic programs that are critical to Indiana's economy.
- 3) Reinvest savings generated through collaboration and consolidation into efforts that promote student success and on-time degree completion, ~~particularly on-time degree completion.~~

Ensuring greater SYSTEM efficiency

- 1) ~~Include individual institution efficiency measures in the 2013-2015 Performance Funding Formula. Develop a system-wide consortium of campus leaders to guide savings initiatives and create opportunities for collaboration and consolidation.~~
- 2) Review opportunities for program consolidation throughout the state regions, particularly in Northwest Indiana where campuses are located in close proximity to each other. ?
- 3) Form agreements to share facilities and campus maintenance costs, particularly in areas where community college and four-year institutions are located in close proximity.
- 4) Explore opportunities for campus consolidation, bringing existing centers of excellence together under one administration. ?

Ensuring greater ACADEMIC efficiency

- 1) Review all Associate and Bachelor degree program credit hour requirements; reduce all programs to meet the 120/60 credit hour standards except those for which accreditation, certification or licensure requirements specifically exceed those of the standard.
 - 2) ~~Review and prioritize academic, athletic and student service programs based upon student success, with an eye toward~~ the needs of the economy, student demand, and the institution's mission.
 - a. Reduce or eliminate the lowest-priority programs and services.
 - b. Explore the outsourcing or consolidation of programs that are not critical to the campus mission.
 - 3) Improve the assessment processes for entering student remediation needs and the remediation courses and outcomes.
 - 4) ~~Establish the 30 credit common core standard general education core for all Indiana public institutions.~~
 - 5) ~~Offer~~Increase online course offerings and deliver those courses at a reduced tuition price to resident ~~encourage students to complete more credits in this medium while reducing the burden on campus resources and personnel. This courses should be offered on a shared basis across institutions, especially the regional and Ivy Tech campuses.~~
 - 6) ~~Incorporate technology into course curriculum, particularly large entry-level courses, reducing personnel needs and to improv~~ing student learning.
 - 7) ~~Ensure that remedial education and two-year degrees are offered at the lowest-cost institution, resulting in lower costs for the state and students.~~
 - 5) ~~Pilot an~~Explore the implementation of an incentive to students who complete degree programs in the fewest possible credit hours. Create student incentives to promote on-time or accelerated completion.
 - 6) ~~Examine a reduction in state funding to institutions for students who complete more than two extra semesters worth of credit but do not earn a degree. ? capping state financial aid and operating funds for student who accumulate excess credits (more than two extra semesters).~~
- 8) Ensuring greater OPERATING efficiency

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: 11.5 pt, Bold, Underline, Font color: Black

Formatted

Formatted: List Paragraph, Indent: Left: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

- 1) Streamline administrative structure and personnel functions, including the elimination of ~~redundant or unnecessary~~ positions.
- 2) Expand joint purchasing agreements with other Indiana institutions, particularly in the areas of health insurance and energy.
- 3) Review the institution's contribution to employee retirement and health care plans, and seek alignment with the private sector.
- 4) Explore options for consolidating and/or outsourcing all back-office and non-academic operations, including payroll, purchasing, marketing and technology.
- 5) Consider partnerships with non-higher education entities, including the state, K-12 school districts, and city/county governments, to achieve economies of scale and eliminate duplication.

Formatted: Font: (Default) Calibri, 11.5 pt, Font color: Black

Formatted: Normal, No bullets or numbering

- 5) [EOO 03/12/2012 Draft Revisions](#)
[TL & JD 04/10/2012 Draft Revisions](#)

DRAFT